

MINUTE OF THE STRATEGIC LEADERSHIP BOARD

FRIDAY, 1 DECEMBER 2023 AT 10 AM

CIVIC CENTRE, MOTHERWELL

PRESENT

BOARD MEMBERS

N. Brown	Community and Voluntary Sector Partnership Group
B. Moore (as substitute for M. Hill)	NHS Lanarkshire
C. Lauder (as substitute for J. Gardner)	NHS Lanarkshire
Councillor A. McVey	North Lanarkshire Council
D. Murray	North Lanarkshire Council
R. McGuffie	North Lanarkshire Health and Social Care Partnership
S. Dolan	Police Scotland
S. Frew	Scottish Enterprise
J. Quinn	Scottish Fire and Rescue Service
M. Halliday	VANL

OFFICERS

A. Cameron	North Lanarkshire Council
T. Goode	North Lanarkshire Council
M. Hamill	North Lanarkshire Council
P. Kane	North Lanarkshire Council
J. Lees	North Lanarkshire Council
A. Meenagh	North Lanarkshire Council
S. Penman	North Lanarkshire Council
L Pollock	North Lanarkshire Council
Professor J. Pravinkumar	NHS Lanarkshire

APOLOGIES

J. Gardner	NHS Lanarkshire
M. Hill	NHS Lanarkshire
Doctor Thomson	NHS Lanarkshire
L. Johnston	North Lanarkshire Council
R. Hackett	Scottish Government

CHAIR

S. Dolan, Police Scotland

CHAIR'S OPENING REMARKS AND APOLOGIES

1. The Chair welcomed everyone to the meeting.

The Chair also welcomed Nichola Brown to her first meeting of the Board and further advised that Nichola was the Chair of the Community and Voluntary Sector Partnership Group and would represent the sector on the Board.

The Chair also welcomed Brian Moore, NHS Lanarkshire who was attending in place of Martin Hill and advised that Brian was a non Executive Director on the NHS Lanarkshire Board and Chair of the State Hospital Board.

The Chair intimated that Maddy Halliday as Chief Executive would represent VANL on the Board and welcomed Maddy to the meeting.

The apologies were noted.

MINUTE OF MEETING OF STRATEGIC LEADERSHIP BOARD HELD ON 8 SEPTEMBER 2023

2. The Minute of the meeting of the Strategic Leadership Board held on 8 September 2023 was agreed as an accurate record and approved.

Jim Quinn, Scottish Fire and Rescue Service provided an update on the decision to postpone publication of the new Local Fire and Rescue Plans 2024 to 2027 pending the development of further options to address the current financial pressures in 2023/2024 and anticipated further challenges in 2024/25.

Jim Quinn, Scottish Fire and Rescue Service provided further information in terms of the budget gap and the capital backlog facing Scottish Fire and Rescue Service and advised that they were carrying out a review and looking at collaborative ways of making efficiency savings and that once the review had been concluded an update would be provided to the Board setting out more context and detail.

Councillor Alex McVey, North Lanarkshire Council enquired whether there would be any impact on the operation of Coatbridge Fire Station, in response Jim Quinn, Scottish Fire and Rescue Service advised that Coatbridge Fire Station was a busy station and the volume of callouts would make it difficult to operate with only one appliance. Jim Quinn, Scottish Fire and Rescue Service further added that no decisions other than the temporary removal of the ten appliances have been considered or agreed.

Des Murray, North Lanarkshire Council provided an overview of the Auditor General's analysis of Scottish Government accounts and advised that in 2024/2025 there would be a deficit in the region of £1bn which would equate to 2% and it was anticipated that this would expand to circa £1.9bn in 2025/2026, 2026/2027 with a forecast 16% deficit in capital commitments.

Des Murray, North Lanarkshire Council further advised that funding for the Green Growth Accelerator Programme had been withdrawn which meant that the North Lanarkshire led Strathclyde Park Decarbonisation Programme would now not receive funding from the Programme.

Maddy Halliday, Voluntary Action North Lanarkshire acknowledged that reductions in public sector budgets will impact on revenue funding allocated to the community and voluntary sector, reducing their capacity to provide support services, which in turn will place further demand on the statutory services.

Stevie Dolan concluded that the anticipated fiscal challenges across all sectors reinforce existing shared commitments to The Plan for North Lanarkshire and provide renewed emphasis on the need for partners to work together in delivering joined up services within North Lanarkshire's communities.

NORTH LANARKSHIRE COMMUNITY JUSTICE OUTCOME IMPROVEMENT PLAN 2023 TO 2028

3. There was submitted a report by Alison Gordon, Chief Social Work Officer (Education, Families, Justice and Integrated Practice), North Lanarkshire Council (1) outlining the background to the Community Justice (Scotland) Act 2016 which placed a legal duty on statutory Community Justice Partners to engage in planning and report on their progress towards improving community justice outcomes in the area; (2) advising that the North Lanarkshire Community Justice Outcome Improvement Plan 2023-2028 sets out a commitment to implement community justice in North Lanarkshire in order to reduce further offending and improve lives to make North Lanarkshire safer, and (3) attaching in Appendix 1 to the report, the North Lanarkshire Community Justice Outcome Improvement Plan 2023-2028.

Thereon, Tina Goode, Community Justice Co-ordinator, North Lanarkshire Council provided further context in respect of the content of the plan including the 4 national aims and the 31 priority actions and intimated that the focus was early intervention, accessibility and strengthening partnership working.

Stevie Dolan, Police Scotland proposed that an annual update would be provided to the Board, which was agreed.

Action:

- (1) that the North Lanarkshire Community Justice Outcome Improvement Plan 2023-2028 be endorsed;
- (2) that each partner organisation ensures that the plan is shared with the relevant staff and teams within their organisation, and
- (3) that an annual update on the North Lanarkshire Community Justice Outcome Improvement Plan be submitted to the Board.

ADVANCING RACE EQUALITY IN NORTH LANARKSHIRE: PROGRESS UPDATE

4. There was submitted a report by Audrey Cameron, Equalities Manager, North Lanarkshire Council (1) reminding Members that the report considered at the Board meeting on 10 February 2023 detailed the research commissioned by the Council “Our Lives – An Exploration of the Lived Experiences of North Lanarkshire’s Black, Asian and Other Minority Ethnic People” which was undertaken by the University of the West of Scotland and Heriot Watt University; (2) advising that the report detailed the main findings of the research and its 32 recommendations which were based around the themes of an ageing population, digital skills and inclusion, employment and skills and community cohesion and, in addition, the research considered the Syrian refugee communities’ experience and people’s experience from a gender perspective; (3) providing details of the partnership response to the recommendations which have been edited and summarised to be accessible to different communities with an example of the “Digital and IT Skills” flash report attached at Appendix 1 to the report; (4) setting out details of the development of the partnership response to the face to face feedback and engagement; (5) highlighting the broader reach of the research and the next steps in the process; (6) intimating that the Lead Officers Working Group would develop a North Lanarkshire representative BAME network which would bring the needs of those communities to the fore and feed in to the work of the Community Boards, and (7) enclosing in Appendix 2 of the report the Lead Officers Working Group timeline of activity.

Thereon, Audrey Cameron, Equalities Manager, North Lanarkshire Council, provided some detail on the process for providing feedback to the community and intimated that flash reports had proved to be more accessible in terms of reaching out to the community and suggested that the BAME flash report be issued to Board Members, which was agreed.

Audrey Cameron highlighted where the broader reach and findings from the “Our Lives” research have been used to support further developments and successful funding applications in North Lanarkshire including the creation of a BAME Carer and Engagement Worker’s post in North Lanarkshire Carers’ Together for a period of three years and the creation of a Community Engagement Worker in North Lanarkshire Council’s Museums and Collections Team to work with members of the BAME community to develop the council’s collections to be more inclusive and representative of BAME communities.

Action:

- (1) that the progress made to date in responding to the research findings and recommendations be noted;
- (2) that the continuation of the Strategic Leadership Board Lead Officers Working Group with a particular focus on gathering information on progress from partnership organisations on what action has been taken in relation to the question “What we plan to do” be approved;
- (3) that all partner organisations ensure continued representation on the Strategic Leadership Board Lead Officers Working Group;
- (4) that the Lead Officers Working Group consider how best a BAME network could be developed and integrated with wider community planning activity in place through the Community Boards and a further report be submitted to a future meeting of the Board for consideration, and
- (5) that the BAME flash report be issued to Board Members.

NORTH LANARKSHIRE PARTNERSHIP - COMMUNITY PLANNING PARTNERSHIP ANNUAL OVERSIGHT AND OUTCOMES REPORT 2022/2023

5. There was submitted a report by Jennifer Lees, Business Partnership Manager, North Lanarkshire Council (1) reminding Members that the Community Empowerment (Scotland) Act 2015 placed a number of statutory duties on community planning partners that were designed to improve outcomes and tackle inequalities in local areas; (2) intimating that under the Act’s statutory duties Community Planning Partnerships must prepare and publish a local outcomes plan for their local area which sets out the local outcomes which the partnership will prioritise for improvement and review and report progress annually on the delivery of the plan; (3) providing further details in respect of the Local Outcome Plan – The Plan for North Lanarkshire and the work of the Community Boards and the Local Outcome Improvement Plans, and (4) setting out the key highlights from 2022/2023, with further details included in the attached Community Planning Oversight and Outcomes Report 2022/2023.

Jennifer Lees provided an overview of the content of the report, highlighting where progress had been made and identifying areas of activity where further work is ongoing including development of the Partnership Communication Strategy and approach which would enable messaging across all partner agencies to be aligned and shared with local communities.

Thereon Jennifer Lees suggested that partners identify any additional items for potential inclusion in the Community Planning Oversight and Outcomes Report 2022/2023 which are linked to the Strategic Leadership Board's Programme of Work and not reported separately in their own right, which was agreed.

Action:

- (1) that the Community Planning Oversight and Outcomes Report 2022/2023 be approved, and the report be submitted to North Lanarkshire Council's Communities Committee in February 2024, and
- (2) that partners consider any additional items for potential inclusion in the Community Planning Oversight and Outcomes Report 2022/2023 which are linked to the Strategic Leadership Board's Programme of Work and not reported separately in their own right and advise Jennifer Lees accordingly in advance of the report being considered by the Communities Committee.

LOCAL OUTCOME IMPROVEMENT PLANS PERFORMANCE REPORT - 1 APRIL TO 30 SEPTEMBER 2023

6. There was submitted a report by Leanne Pollock, Community Partnership Manager, North Lanarkshire Council (1) providing an update on the progress linked to the key priorities of the nine Local Outcome Improvement Plans for the period from 1 April to 30 September 2023; (2) highlighting the progress with the implementation of the management and monitoring framework and work to develop the role of Local Partnership Teams; (3) providing details of the ongoing work to continue to develop, strengthen and embed the supporting partnership delivery approaches; (4) setting out details of the ongoing dialogue, support and internal accountability mechanisms within individual organisations to enable and empower officers to effectively input and participate in a way that drives local action and delivery responsibility, and (5) attaching in Appendix 1 to the report, a summary of the updates on the Local Outcome Improvement Plan for each Community Board area.

Leanne Pollock, Community Partnership Manager, North Lanarkshire Council provided an overview of the report and outlined a number of the challenges which had been faced such as technical issues, representation, the distinction and challenges of strategic versus local and then provided further detail in respect of the ongoing dialogue within each partner agency.

Leanne Pollock described the successful development day held on 29 September 2023 for Local Partnership Team members, highlighting that this provided an opportunity to review progress and share examples of best practice at both a thematic and individual Local Partnership Team level and the event is acting as a springboard for further activity and support, including creation of individual Development and Improvement Plans for each Local Partnership Team.

Councillor McVey, North Lanarkshire Council requested an update on the community garden project at Kelso Quadrant, Coatbridge in response, Leanne Pollock, Community Partnership Manager, North Lanarkshire Council intimated that she would provide an update to Councillor McVey.

Des Murray, North Lanarkshire Council intimated that tangible benefits had been seen across North Lanarkshire and advised that poverty in North Lanarkshire had fell by 2% and the average rate of pay had increased by 10%. He added that there had been huge transformation across North Lanarkshire in terms of Housing, Wealth and Employment and Breastfeeding rates in North Lanarkshire had increased by 10%.

Stevie Dolan, Police Scotland intimated that he has had attended six Community Boards and that he would be attending the other three in the coming weeks.

Stevie Dolan provided his reflections on the work of the Community Boards and intimated that there were many examples of positive work ongoing and these clearly demonstrate community planning in action.

Stevie Dolan added that there were a number of issues which were being discussed across all Boards including Tackling Poverty, Transformation and Housing and that all of the Board Members were heavily invested in the work in their local area regardless of their background or organisation. In addition he observed that there may be some sections of the community that remain under-represented on the Boards and he referenced in particular people from the BAME communities and young people.

Stevie Dolan, Police Scotland lauded the work of the partnership teams who have a personal connection with Community Board Members and understand the heart of the issues and on behalf of the Board placed on record his thanks to all staff involved.

Action:

- (1) that the progress to date with the delivery of the key Local Outcome Improvement Plan priorities be acknowledged and the individual outcome reports attached in Appendix 1 to the report be approved;
- (2) that the ongoing work to continue to develop, strengthen and embed the supporting partnership delivery approaches be endorsed, and
- (3) that the ongoing dialogue, support and internal accountability mechanisms within individual organisations to enable and empower officers to effectively input and participate in a way that drives local action and delivery responsibility be endorsed.

NHS LANARKSHIRE AND HEALTH AND SOCIAL CARE PARTNERSHIP: “OUR HEALTH TOGETHER - LIVING OUR BEST LIVES IN LANARKSHIRE”

7. Colin Lauder, Director Planning, Property and Performance, NHS Lanarkshire provided a presentation on the NHS Lanarkshire “Our Health Together – Living Our Best Lives in Lanarkshire” and further advised:-

- that the direction of the strategy had been revised;
- of the contents of the strategy;
- that the strategic ambitions had been revisited;
- of the context for taking a new approach;
- of the implications for the Healthcare Strategy;
- of stakeholder feedback on the new approach;
- of the four areas for action following the stakeholder feedback;
- of the messaging around improving the health and wellbeing of our communities, reforming to achieve ambitions, value and sustainability and improving staff experience and wellbeing, and
- of the benefit which would be derived from the strategy.

Thereon, Colin Lauder, NHS Lanarkshire described the changing context within which the health service operates and highlighted the challenges that are common to all partners including financial pressures, aging population, backlogs and workforce/capacity issues. He confirmed that the emerging strategy identifies four Areas for Action: 1) Accessing services, including GPs, and reducing waiting times; 2) Improving patients’ experiences and engagement; 3) Improving physical and mental health across the wider population; and, 4) Increasing staff wellbeing and morale. Colin Lauder outlined where change and reform are required to tackle these and illustrated how performance and success will be measured.

Referring to the composition of the workforce, Colin Lauder advised that the workforce required to reskill and refocus to meet new and emerging challenges and direction in health services. He added that in respect of primary care there were a number of issues which require to be addressed and he advised that further engagement on primary care services will be undertaken in the new year. Colin Lauder advised that further input to the Strategic Leadership Board on finalisation of “Our Health Together – Living Our Best Lives in Lanarkshire” will be provided during 2024 and he invited partners to provide

any comments or feedback in the interim, including identifying any opportunities for further collaboration and joint work.

Ross McGuffie, North Lanarkshire Health and Social Care Partnership intimated that public consultation required to be improved and that work was ongoing to ensure that there was feedback provided on the Local Outcome Improvement Plans and the Health Together process. He highlighted that significant progress has been achieved in reducing waiting times and access to CAMHS (Child and Adolescent Mental Health Services) and in addition, further work was ongoing to explore options to provide children and young people and those with mental health issues access to NHS services.

Action: that the terms of the presentation be noted and that a further update on finalisation of “Our Health Together – Living Our Best Lives in Lanarkshire” will be presented to the Strategic Leadership Board at a future meeting.

LOCAL GOVERNANCE REVIEW: “DEMOCRACY MATTERS 2” AND CURRENT CONSULTATION ACTIVITY

8. There was submitted a report by Linda Johnston, Business Strategy Manager, North Lanarkshire Council (1) providing details of the outcome of the first phase of the Democracy Matters conversations; (2) advising that the Scottish Government had announced in Spring 2023 that the second phase of conversations: Democracy Matters 2 was underway; (3) advising that at a locality level the Communities Team had circulated all available Democracy Matters 2 information through the Community Boards with an opportunity for communities who were interested in hosting a consultation event or ‘conversation’ on the Democracy Matters 2 proposals to apply to the Scottish Government for funding and whilst support from the Council was not expected, locality teams were providing guidance where appropriate; (4) requesting that the Board determine whether it is appropriate to provide feedback on behalf of the Community Planning Partnership to the questions contained within the consultation set out as outlined in Appendix 1 to the report.

Following discussion it was agreed that the Board would provide feedback on behalf of the Community Planning Partnership to the questions contained within the Democracy Matters 2 consultation and Board Members can provide their comments to Jennifer Lees, North Lanarkshire Council and it was proposed that authority be delegated to Stevie Dolan, Police Scotland to respond to the consultation on behalf of the Board.

Action:

- (1) that the cascading of available information for Democracy Matters 2 to communities of interest through the Community Boards be acknowledged;
- (2) that a consolidated response to the Democracy Matters 2 consultation be submitted on behalf of the Community Planning Partnership;
- (3) that Board Members provide feedback on the questions contained within the consultation to Jennifer Lees, North Lanarkshire Council and that authority be delegated to Stevie Dolan, Police Scotland to respond on behalf of the Community Partnership Board, and
- (4) that further updates be provided to future meetings of the Board on receipt of the Scottish Government Outcome Reports on Democracy Matters 2 and the stages thereafter.

STRATEGIC LEADERSHIP BOARD SCHEDULE OF MEETINGS 2024

9. There was submitted proposed Board meeting dates for 2024.

It was noted that the first meeting of 2024 would take place on Friday, 9 February 2024.

Action: that the meeting dates for the Board for 2024 be approved.

PRESENTATION – NORTH LANARKSHIRE LOCAL EMPLOYABILITY PARTNERSHIP

10. Paul Kane, Business Manager Employability, North Lanarkshire Council provided a presentation on the North Lanarkshire Local Employability Partnership and provided further information in respect of:-
- the main drivers for a local Employability Partnership Development;
 - the purpose of the Local Employability Partnership which was to ensure a collective leadership and shared commitment across partners to effectively ensure better aligned support and delivery mechanisms to employability services;
 - the ongoing work of the Partnership in 2023, and
 - the decision to end the National Employability Programme in 2023 with responsibility transferring to Local Employability Partnerships from 2024 under 'Fair Start Scotland'.

Paul Kane intimated that although 'Fair Start Scotland' is unlikely to bring new or additional resources, it will provide increased opportunities for joint working and allow partners to focus on local priorities and place based approaches.

Referencing NHS Lanarkshire's Demonstrator Programme, which provides a 6 month paid work placement for parents who are unemployed or on a low income in a range of NHS roles, Ross McGuffie, North Lanarkshire Health and Social Care Partnership intimated that although delivery of these 26 placements is encouraging, the programme required to be more ambitious with further placements created.

He added that £400,000 of funding had been provided for school counselling which had led to a significant reduction in referrals to CAMHS and that £1.5m of funding was provided to VANL to allow early intervention support.

Nichola Brown, Community Voluntary Sector Partnership enquired whether there needs to be cross-cutting changes to allow access to employability and that childcare was fundamental to this and wondered whether childcare was a barrier to employment.

Councillor Alex McVey, North Lanarkshire Council highlighted the positive work being undertaken by Routes to Work and the support provided to residents.

Action: that the terms of the presentation be noted.

JOINT INSPECTION OF SERVICES FOR CHILDREN AND YOUNG PEOPLE AT RISK OF HARM

11. There was submitted a report by Alison Gordon, Chief Social Work Officer (Education, Families, Justice and Integrated Practice), North Lanarkshire Council (1) advising that external scrutiny of Children's Services within North Lanarkshire was periodically undertaken through the Care Inspectorate and other inspection bodies; (2) intimating that the report provided an update on the scope and outcome of the recently concluded joint inspection undertaken during the period from 17 April to 13 September 2023 and focused on services and supports for children and young people in North Lanarkshire at risk of harm; (3) attaching in Appendix 1 to the report, the report of the joint inspection of services for children and young people at risk of harm in North Lanarkshire Community Planning Partnership; (4) providing details of the inspection process, inspection activity and the inspection report and outcomes, and (5) setting out details of the next steps in the process.

Stevie Dolan, Police Scotland commended the joint inspection report and suggested that the Strategic Leadership Board acknowledges and records its thanks to everyone involved for all their hard work and commitment to improving children's lives through their operational responsibilities and in relation to the inspection itself.

Action:

- (1) that the publication of the Care Inspectorate's Joint Inspection report of services for children and young people at risk of harm and the positive outcome and findings be noted,
- (2) that the next steps in the process be endorsed, and

- (3) that the Strategic Leadership Board places on record its thanks to everyone involved in Children's Services and supporting children and young people who are at risk of harm.

AOCB

SCOTTISH FIRE AND RESCUE SERVICE ANNUAL BOARD MEETING

12. Stevie Dolan, Police Scotland intimated that the Scottish Fire and Rescue Service Board Meeting and Engagement Event was taking place in Newmains Community Trust Building on Thursday, 14 December 2023 and requested that all partner agencies be represented.